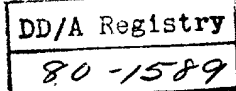


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1 July 1980

MEMORANDUM FOR: Planning Officers

FROM:



Chief, Management Staff, DDA

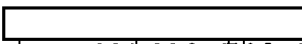
SUBJECT: Progress Report on Agency Long Range Planning

1. The purpose of this paper is to provide you with a chronology of events which have occurred since an EXCOM decision in May 1980 to actively pursue the development of a five year CIA Planning and Guidance document for the Agency as a whole.

2. Attached is a series of background papers, some of which you may have already received, which detail the progress of the development of Agency long-range planning.

(a) The first item is the DDCI memo, dated 22 May 1980 which established policy guidance for an Agency planning process. This memo set the rationale for such a process by noting that existing planning processes provide neither current integrated Agencywide planning nor a sufficient basis for informed long-range guidance by the DCI/DDCI.

(b) The minutes of the first EXCOM meeting addressing Agencywide long-range planning, dated 16 May 1980, are the next item. These minutes note that a planning option was selected which would by November 1980 provide an integration of existing directorate planning and a first attempt at DCI five-year long-range guidance.

(c) An ad hoc planning group consisting of members of the EXCOM staff and directorate planning officers, and chaired by  then was established with a charter to produce the proposed CIA Five Year Planning and Guidance document. Several minutes of the group's meetings are included in your reference material.

Upon removal of attachment  
treat as Unclassified



25X1

SECRET

(d) The EXCOM staff produced, and the Ad-hoc Planning Group reviewed an action plan for the development of the CIA Five Year Plan and Guidance. The action plan was dated 27 May 1980. The most critical item on the action plan is the identification of issues (foreign and management) which will form the basis of Agency long-range planning. My comments on the first action plan (memo dated 10 June 1980) are attached.

25X1 (e) In addition, the Ad-hoc Planning Group was tasked with reporting on the existing directorate planning mechanisms. Attached is my 11 June 1980 note to [ ] with copies of three decision papers which were recently done on proposed and implemented planning systems in the DDA.

(f) The Ad-hoc Group was briefed by each directorate on their existing planning processes. For the DDA discussion, I provided this group with copies of the ODP and OC most recent long-range and strategic plans. (Minutes - 12 June 1980).

(g) The EXCOM staff revised the action plan for implementation of the CIA Five-Year Plan and Guidance in line with comments provided by the directorate planning officers. They also provided a set of terms and their definitions in order to set a common ground for discussion. These terms have not yet been debated. (Attachments are dated 16 June 1980).

25X1 (h) [ ] had independently tasked the current OTR Midcareer Course to provide a methodology for long-range planning at an Agency level. They came to the Ad-hoc Planning Group meeting on 23 June 1980 and presented their paper. Copies of the minutes of that meeting are attached.

(i) Lastly, EXCOM Staff prepared and distributed a format for the presentation of the strategic objectives (issue statements in their terminology). The memo which requested those items is attached (dated 20 June 1980).

25X1 3. [ ] wants to present several items to an

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EXCOM meeting currently scheduled for 13 August 1980. Those items are:

(a) An inventory of existing planning activities in all the directorates.

(b) An initial list of foreign policy and management issues which should form the basis for an Agency long-range guidance document, part of which will be our proposed strategic objectives.

(c) A list of decision areas -- questions regarding procedures, timing, coordination, etc. -- that concern the long-range planning process.

4. I will continue to keep you informed of the actions of the Ad-hoc Planning Group and of the EXCOM regarding Agency-level long-range planning. We are confident that, with the establishment of a directorate long-range planning activity, the offices of the DDA will be able to feed an Agency long-range planning activity with minimal impact.



25X1

Attachments:  
As Stated

## 9 July Discussion of Definitions with Planning Group

Monday - Meeting in DDA Conference room at 1400 - 1530  
discuss our concept of definitions prior to 9 July meeting

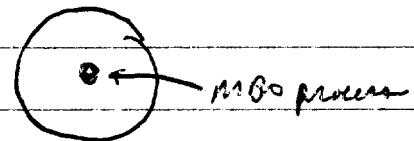
### ① Agency - Planning

### ② Directorate - Planning

Strategic objectives

Current objectives

Conceptual only - no formal documentation



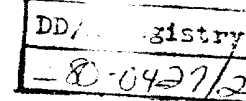
DDA will develop a method of measuring progress  
in meeting objectives - link planning and Budget process -  
↑

\* Planning officer must participate in budget exercise -

\* " " must participate in MBO process -


DDI Good plan is not long range - Hoping program  
will be overtaken by Agency long range Planning effort.  
More of a point for discussion with Managers -  
similar to office evaluation program in the DDA -  
Subjects are not all that important -

Strategic objectives must be tracking by 4 pth 80 on  
first pth 81



20 JUN 1980

MEMORANDUM FOR: CIA Long-Range Planning Team

STAT FROM :   
Special Assistant to the DDCI

SUBJECT : Identification of Issues for Long-Range Planning

1. Attached, as a follow-up to discussions at our 18 June meeting, is a suggested format for addressee submissions of "preliminary issues inventories" per the Action Plan, Phase II. I hope that the suggested format will serve both to clarify what is desired and to promote an element of uniformity in the method of issue presentation. This will assist our subsequent consideration of relative issue importance. Please also review the suggested general criteria for issue selection in paragraph III.A.2 of the Action Plan.

2. To provide more adequate time for issue paper preparation, I have postponed the date for their submission to Monday, 30 June. Please submit the papers by that date to EXCOM Staff, Room 4E50. The Staff will group and reproduce the issues papers for distribution to team members in time for their review before discussion at our 9 July meeting.

3. As a general guideline, I suggest that each addressee component submit no more than 12 "foreign policy issues" and eight "management issues." The purpose of this suggestion is to assist selectivity to the initial issues inventory.

4. Our 25 June planning meeting will focus on discussion of the matrix of current planning activity now being prepared by EXCOM Staff. We will also welcome comments concerning progress and problems in the issues identification process.

Attachment:  
Suggested Format

STAT

ADMINISTRATIVE--INTERNAL USE ONLY

FOREIGN POLICY ISSUE/MANAGEMENT ISSUE  
(designate one category per definitions provided)

DIRECTORATE: \_\_\_\_\_

ISSUE STATEMENT: (Strategic Objective)

(A one- or two-sentence descriptive statement of the issue.  
An issue is a problem, opportunity, or option calling for an  
action decision.)

TIME FRAME:

(The estimated period during which the issue can be the  
productive subject of planable action.)

EXPLANATION: (Planning Assumptions) *Better*

(A general statement of the issue's expected developmental  
trend over the specified time-frame; and a short assessment  
of its importance to U.S. national interests /for Foreign  
Policy Issues/ or to Agency capability for mission performance  
/for Management Issues/.)

*Assessment of importance  
will take too much time to  
develop*

INTELLIGENCE/MANAGEMENT IMPLICATIONS:

("Intelligence Implications" /for Foreign Policy Issues/:  
a brief statement of whether the issue constitutes an  
identifiable gap or opportunity in Agency collection/  
production/covert action; a brief assessment of the  
requirement for CIA contribution to issue response.  
"Management Implications" /for Management Issues/: a brief  
assessment of the importance of the issue to Agency mission  
performance.

(NOTE: Please limit each issue submission to one page.)

23 June 1980

## MEMORANDUM FOR THE RECORD

SUBJECT: Meeting of the Agency Long-Range Planning Group,  
18 June 198025X1 Participants:SA/DDCI  
EXCOM Staff  
EXCOM Staff (S)  
EXCOM Staff  
O/Compt.  
DDO (S)  
DDO (S)  
DDS&T  
DDA  
DDA  
NFAC  
NFAC  
NFAC

Midcareer Class Representatives

25X1 1. In response to [redacted] (NPIC)  
 25X1 reviewed the methodology the Midcareer Course used to outline an  
 25X1 Agency long-range planning process and to identify potential issues.  
 [redacted] noted the importance of involving line management in the  
 Agency planning process. [redacted] concurred, saying the Planning  
 Group should be able to do enough preliminary staff work to develop a  
 discussion paper for the Executive Committee. The Committee would  
 then provide guidance to the group regarding next steps. (AIUO)

25X1 2. [redacted] acknowledged that [redacted] 25X1  
 had raised several good points in their written comments on the  
 Planning Group's draft action plan. These and other reactions  
 will be discussed next week after everyone has had time to read  
 the material. The action plan, however, will be open for revision  
 at any time. (AIUO)

25X1 3. [redacted] outlined the DDS&T planning process, which  
 centers around the Annual Review in the early fall. Planning for  
 the execution year, budget year, and program year is conducted,  
 resulting in guidance, direction and approvals, as appropriate.  
 Topical studies may be initiated, which result in plans. The five  
 existing plans are the CIAP SIGINT Plan, the COVCOM Plan, Intelligence  
 Collection from Foreign Media (FBIS), 5-Year NPIC ADP Plan, and the  
 NPIC Upgrade Plan. These may or may not be updated. [redacted] 25X1  
 acknowledged that S&T planning is primarily a compilation of office  
 plans and that the process is closely tied to the budget/program  
 cycle. (AIUO)

S E C R E T



4. In reviewing NFAC's planning efforts, [ ] noted that they, too, were closely linked to the budget/program cycle. Two planning conferences are held to prepare for developing the program. The focus is on identifying new issues, activities, and, at this time, no top-down guidance is provided. [ ] outlined NFAC's production planning process, which is designed to ensure that research production is integrated, coordinated, and developed within a common time frame. He also mentioned the 5-Year plan to improve the quality of analysis, which is being revised and updated. Earlier in this session

25X1

25X1

25X1

[ ] noted that in the ADP arena, NFAC provides ODP its projected 5-year requirements, from which ODP develops NFAC's 5-Year ADP plan. [ ] then concurred with [ ] written comments on the group's draft plan, noting that the group should identify clear, "doable" goals and not expect to see significant results until the 1984 program, rather than the 1983 program. [ ] acknowledged his concerns and reiterated plans to obtain Executive Committee guidance regarding appropriate next steps. (AIUO)

5. [ ] suggested that the group meet next week. At that time, the Executive Committee Staff will have a matrix analyzing existing directorate planning activities for review. Participants were asked to begin identifying foreign policy and management issues. After considerable debate regarding what kinds of issues should be included, [ ] suggested that participants err on the side of inclusion, and the group could then evaluate and debate the results. (AIUO)

6. [ ] advised that in early August he plans to provide the Executive Committee with the inventory and analysis of existing directorate planning, the preliminary lists of issues, and a list of Planning Group issues and questions for Committee review and guidance regarding next steps. (AIUO)

25X1

cc: DDCI  
1 ea. participant  
1 ER




~~SECRET~~

EXCOM 9078-80

16 JUN 1980

MEMORANDUM FOR: CIA Long-Range Planning Team

FROM :   
Special Assistant to the DDCI

SUBJECT : Long-Range Planning Documents

1. Attached, per our discussion at last week's meeting are:  
(1) draft definitions of terms, and (2) revised action plan. Please  
review and comment ASAP. We will discuss as necessary and finalize  
these two papers at the Wednesday meeting.

2. Also attached is a copy of the Mid-Career Course planning  
project report that I discussed with the Mid-Career group on Friday.  
I have invited the six work group chiefs to our Wednesday meeting to  
discuss this paper. Please read it before the Wednesday meeting.  
There are some excellent suggestions therein, both on methodology  
and substantive planning issues.

3. Finally, also attached are copies of NFAC and DDS&T  
memoranda forwarding their planning inventories and comments. We have  
not included all of the sizeable attachments submitted by these  
memoranda; these can be made available via EXCOM Staff.

cc: DDCI



25X1

This document may be down-  
graded to AIUO  
when enclosure is detached



25X1

~~SECRET~~

12 June 1980

MEMORANDUM FOR THE RECORD

SUBJECT : Meeting of the Agency Long-Range Planning Group,  
11 June 1980

25X1 PARTICIPANTS:



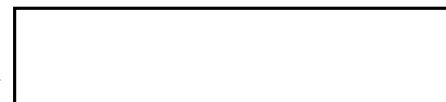
SA/DDCI  
EXCOM Staff  
EXCOM Staff (S)  
EXCOM Staff  
O/Compt.  
DDO (S)  
DDO (S)  
DDS&T  
DDA  
DDA  
NFAC  
NFAC  
NFAC

1. After outlining the agenda, [redacted] to highlight DDA's planning process and to comment on the plans developed by the Office of Communications and the Office of Data Processing.

25X1 [redacted] agreed to provide the group copies of the assumptions on which DDA has based its long-range objectives. (AIUO)

25X1 2. [redacted] then reviewed the DDO's planning process, which centers around developing Operating Directives and Annual Field Program Plans. [redacted] requested the NFAC and DDS&T representatives to provide highlights of their planning processes and lists of existing long-range plans by 13 June for distribution to the group and to discuss them briefly at the next meeting. A status report will be provided to the Executive Committee once existing plans have been inventoried, agreement has been reached on what is being done, and potential issues have been identified. (S)

25X1 3. [redacted] outlined his views of the draft action plan for preparing a CIA Five-Year Plan and Guidance Document. [redacted] acknowledged the distinction between developing a planning process and its end product, a long-range plan, but encouraged the group to continue to pursue both tasks. He asked [redacted] to revise the draft action plan to incorporate [redacted] comments on Section I, Objectives. The question of ranking foreign policy and management issues separately was deferred. [redacted] was asked to develop a set of definitions of key terms. Participants discussed the difficulty of identifying problems with sufficient lead time for long-range planning, given that the planning process would be launched in the midst of a continuum of ongoing activities. The problem of having to develop assumptions and objectives in something akin to a vacuum was also noted. (S)



~~SECRET~~

25X1

4. [ ] highlighted their session with the current Midcareer Class, which had been asked to develop an action plan for implementing the Executive Committee decision to initiate an Agency-wide long-range planning process. The Midcareerists' skepticism focused on the potential problems of creating a bureaucratic paper mill and the potential impact of any change in Administration in January. [ ] invited group members to join him in another discussion with the class on 13 June at 2:45 P.M. in the NFAC Conference Room, 7E32 Hqs. (S)

25X1

5. The Planning Group agreed to meet again on Wednesday, 18 June, at 9:00 A.M. (This meeting will also be in 7E32). The agenda will be to complete the inventory of existing plans and finalize the action plan for proceeding. Participants were also asked to begin identifying issues that should drive the planning process. Preliminary lists of the issues should be provided for distribution by 20 June. (AIUO)

25X1

cc: DDCI  
1 ea. participant  
1 ER

## ROUTING AND TRANSMITTAL SLIP

Date 10 JUN 1980

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. Chairman, Ad Hoc Planning Group		
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

## REMARKS

Vince,

I think the proposed action plan represents an excellent first effort. My primary concerns are twofold:

- too much detail; and
- too few people and too little time to produce credible products:
  - a planning process; and
  - a planning product.

While nearly all of the elements of the proposed action plan are logical and desirable, I'm concerned

(over)

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org symbol, Agency/Post)	Room No.—Bldg.
Chief, Management Staff, DDA	7D18 Hqs

5041-102

OPTIONAL FORM 41 (Rev. 7-76)  
Prescribed by GSA  
FPMR (41 CFR) 101-11.206

\* U.S. GOVERNMENT PRINTING OFFICE: 1979-281-194/1

that it may be too ambitious an undertaking. As you mentioned at our last session, we all already have full-time jobs. Who is going to do all this work? The analytical and written efforts must meet very high standards; and inter- and intra-directorate coordination requirements are not insignificant; and we must each keep our line organizations actively rather than passively involved. I don't know how we can meet these standards and the proposed schedule simultaneously. I think we all agreed at one point that we needed an initial success, even if the price we pay in the process is an incremental rather than a significant step towards implementing an ideal process and producing an ideal product.

I recommend that we back off a little--at least the first time around--on the level of detail that we, the functional Deputy Directors, and the DDCI/DCI deal with. I am afraid that our ultimate products--a process and an initial plan--will suffer to an unacceptable degree if we try to deal with everything. If I understand phase IV, for example, it deals with program solutions. Do we want to get into this level of detail, is it appropriate to do so, and can we do it and everything else the first time around? I would prefer that we only tackle as much as we can do well until we all have a better understanding of the process we are going to institute.

25X1

10 JUN 1980

MEMORANDUM FOR: Chairman, Ad Hoc Planning Group

FROM:   
Chief, Management Staff, DDA

SUBJECT: Comments on Planning Group Draft Action Plan and Strawman

1. Before getting to the specifics of the proposed action plan and strawman, let me make some observations that I think will apply to whatever we undertake. Integrated longer term planning is finally in the Agency spotlight. I expect that our constituencies are somewhat ambivalent about this. On the one hand, they are probably skeptical about the Agency-level planning process and expect it to become just one more bureaucratic requirement. On the other hand, I expect that they are going to be looking for recognizable achievements to result from any plan adopted.

2. As we, the Planning Group, tackle this project, I believe it is essential that we consciously make and retain the distinction between the planning process we will establish and the long-term plan that will result from this process. We must ensure that our process is neither unnecessarily burdensome nor threatening to Agency components and, above all, that we ensure that our first attempt at an integrated planning guidance document is a success. We have reasonable control over the development of the process. We have much less control over the critical acclaim received. Whether the planning document is successful or not will depend as much as anything on Agency-wide expectations that exist at all management levels.

3. In his 22 May letter to EXCOM members regarding "New CIA Long-Range Planning Process," the DDCI lists four objectives: 1) identify issues, 2) integrate directorate planning processes, 3) develop a Planning Guidance document, and 4) apply the planning guidance. The Ad Hoc Planning Group's charter should be, I think, limited to objectives 1, 2, and 3. Application is the purview of Agency and directorate management. I point this out because it strikes me that the draft action plan exceeds our charter beginning with article III.c.4: "Action Plan Profiles" seems to be talking solutions, something the DDCI's letter specifically proscribes (end of paragraph 7, the Plan "will not suggest program solutions, but attempt to inspire them"). Stopping short of developing Action Plan Profiles may be a blessing for us, since the overall action plan is ambitious in view of the time and people available for this undertaking.

4. Going down the outline, I have some specific comments (keyed to action plan paragraph numbers):

## I. OBJECTIVES

I suggest that the objectives stated here should mirror those noted in the DDCI's letter above:

A. To identify major long-range issues involving significant foreign policy and internal management concerns in a realistically foreseeable time frame.

B. To develop a technique for considering alternate strategies for responding to major issues, and for evaluating progress for adopted strategies.

C. To publish a coordinated, integrated Agency-wide long-range plan that will provide a framework within which program/budget and directorate-level planning decisions are made.

## II. PLANNING HYPOTHESES

B. I agree wholeheartedly that planning should be issues-driven. However, we also recognize that the plan will be used to allocate resources. For that reason, I think the Agency would be better served by ranking both foreign policy and management concerns in a single ranking. To do otherwise fractionalizes the relative and comparative importance of individual issues. A single ranking should also encourage better inter-directorate planning.

D. While the planning process must have the flexibility to react to redirection and/or perceived changes in longer term issues, we should be cautious not to let the long-term plan reflect too many short-term considerations. As we have previously discussed, the DDA goals in the DDCI's Goals Program have tended to be very dynamic and events-driven in nature. Goals of such short duration should normally not find their way into Agency long-term planning. Rather, long-term planning should provide continuity during tumultuous periods to avoid reliance on reaction. Said another way, the plan shouldn't be event-driven.

I believe we had better spell out what "built-in self-evaluation and self-correction processes" are, and differentiate between applying the terms to the planning process and to changing/redefining goals. Unless properly defined, these terms could be unnecessarily interpreted as threatening, and we don't need to manufacture component concerns at this point.

## III.A. PHASE I

I believe we will see the end of June before all of the initiation phase is completed. We're looking at a problem of defining our purpose and our tasks in a new area with limited manpower. Good definition at this time is absolutely essential. The more time--within reason--that we spend here, the better chance we ultimately have of succeeding.

III.A.2.d.(1 & 2)

Need to differentiate between articles 1 and 2. What if no current plans/goals meet agreed upon criteria?

III.B.1 ISSUES IDENTIFICATION

While a detailed "futures analysis" is done for each selected issue in phase III, there should be a common set of environmental projections and a generalized environmental forecast for use in both developing and evaluating issues. While the environmental assumptions can be challenged and will inevitably break down somewhat during the course of detailed analysis, it is important at this juncture, I think, to ensure that all planners are using the same (or at least not contradictory) assumptions for developing their issues. Also, the timing of this effort might better extend through mid-August.

III.B.2.a(2)

Management issues assessed to be of special INTERDIRECTORATE (added) or Agency-wide importance.

III.B.2.c.

I am concerned that 15 to 20 issues may be too many for Agency management to deal with at one time. Even though ranked, the lower ranking issues may dilute the importance of the higher ranked ones. This may reflect a flaw with ranking issues, as it is doubtful that there is any one meaningful issue that overrides all others.

Suggestion: A hierarchy of issues may be more appropriate, with, say, five equally ranked issues at the top and 10 subordinate ones below. The idea of subordinate (or supportive) issues and goals is highly amenable to adding directorate and office/division level goals.

III.C.

Timing might better be mid-August/September.

III.C.4.

Note my early comments on limiting the scope of our efforts. I'm not comfortable yet with how far we should (and are expected to) go. The DDCI's letter does not help in this regard. I'm concerned that this Action Plan Profile effort goes too far.



4. Turning from the proposed action plan, I'm basically uncomfortable with the strawman outline that's been proposed. The formality of a matrix presentation implies a degree of precision that I think will be lacking in any long-range plan we produce now, and I think it detracts from the impact of a narrative guidance document. I also think the presentation smacks a little too heavily of a budget document. The nature of what we are doing is subjective, our rationale can best be reflected by narrative summary, and a narrative summary is in keeping with the "inspirational" tone suggested in the DDCI's letter to the EXCOM.

25X1

Distribution:

Orig & 5 - Chmn, Ad Hoc Planning Gp

~~1~~ - DDA/MS Subj

1 - DDA/MS Chrono

1 - TBC Chrono

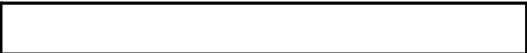
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1 - TBC Desk Copy

8 - 1 ea ODs & C/ISS

25X1

25X1

DDA/MS 

(10 Jun 80)

Date

TO: (Name, office symbol, room number, Building, Agency/Post)	Initials	Date
1. Chairman, Ad Hoc Planning Group		
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Vince

As a follow-on to my comments at today's Planning Group meeting, the three papers attached should put our Directorate planning process in a clearer focus. The first two papers provide Directorate-level long-term planning policy and the rationale for same. The third paper provides a broader context for Directorate-wide planning in general.

I am available to discuss this with you at your convenience.



25X1

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

7C18 HQS

Chief, Management Staff, DDA

Phone No.

25X1

Distribution:

Orig - Addressee

- ✓ 1 - Subject File w/attachments
- 1 - TBC Chrono w/attachments
- 1 - MS Chrono w/o attachments
- 1 - CS w/attachments
- 1 - KG w/attachments

3 JUN 1980

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training  
Chief, Information Services Staff, DDA  
Equal Employment Opportunity Officer

25X1 FROM:   
Chief, Management Staff, DDA

SUBJECT: Changes to Directorate MBO Program

1. Don has recently approved some changes to our Directorate MBO program. Some of the changes result because of new initiatives in the longer range planning arena--both at the Directorate level and at the Agency level. Other changes result from a desire to clean up and somewhat streamline the process. The objective in effecting these changes was to make the process as relevant as possible to Don and Bill Hart while at the same time minimizing the administrative burden imposed upon individual components.

2. The first change is procedural in nature and will be implemented in two phases. The first phase involves the establishment of two categories of objectives--i.e., MBOs:

- Formal written, fully documented objectives; and
- Unwritten, conversational, "for discussion purposes only" objectives.

These two categories are shown on the attached recap sheets for each component. The second phase, to be accomplished later in the year, will involve separation of the fully documented objectives into two parts:

- Strategic objectives; and
- Current objectives.

This change will be consistent with and will be implemented concurrent with strategic objective approvals associated with the newly approved Directorate planning process.

Downgrade to UNCLASSIFIED  
When Separated from Attachment

SECRET

3. The intent behind the establishment of "for discussion purposes only" objectives was to create a means by which current issues could be discussed with Don and Bill without at the same time creating more paperwork for you. You and we will agree each quarter on which subjects should be discussed. Each of these objectives should be treated conversationally, and succinctly, after which Don or Bill may ask either for further discussion or choose to move to the next objective. They can elect to hear as little or as much about each of these objectives as they feel is necessary for their needs. Objectives in this category will in all likelihood be very short lived, and I would not expect them to be discussed at more than two consecutive conferences.

4. This "for discussion purposes only" category should also be used by you when you feel it appropriate to sensitize Don and Bill to anticipated problems, accomplishments, or other out-of-the-ordinary developments. It can also be used as a forum to reinforce previous discussions or events.

5. The second change in the existing MBO program is substantive. At this point in the year, too many of the MBOs had become too procedural, so much so that little purpose was served in continuing to track them at the Directorate level. In reviewing all the objectives previously approved, Don decided that some 20 or so of them should either be eliminated or redirected to the "for discussion purposes only" category. The attached lists reflect these changes.

6. In sum, these changes were designed to provide a tracking process whereby Don and Bill, in one session, can review and discuss strategic, current, and ad hoc objectives with you in one session. They were approved with the intent that they would be consistent with new Directorate and Agency-level planning processes and would result in, if not an absolute reduction in paperwork and administrative burden, at least an acceptable level of same.

7. I would be glad to discuss these changes or the resultant process with you or your planning officers. We will plan to contact your planning personnel before the next series of MBO conferences.



25X1

DD/A 80-0427/1

115 MAY 1980

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training  
Chief, Information Services Staff, DDA

FROM: Don I. Wortman  
Deputy Director for Administration

SUBJECT: Planning in the Directorate

1. I think it important that we bring into sharper focus, at my level, the several types of planning that we do in the Directorate. Having done this, I also think that we should go on and link our planning process with the Agency's budget process.

2. In bringing a sharper focus to our planning system, it seems to me that we need to do two things:

- Introduce the concept of strategic objectives where they do not now exist; and
- Integrate strategic objectives into our existing MBO process.

Strategic objectives are defined, for our purposes, to be:

Those objectives that must be accomplished in order to assure that support services required by Directorate customers in the future will be available in a timely, responsive, and cost-effective manner.

Several of you are and have been working towards MBOs that meet this definition--others of you either are but not to a significant enough degree, or are not at all. I want to inject a greater degree of uniformity in the way we plan for the future. In the process I want us to identify, talk about, and agree on what it is we want to be during the period 1982-1986--in terms of the services we make available to our customers and how we go about getting there in a timely, responsive, and cost-effective manner.

3. I ask each of you the same "strategic question":

If we--the Administration Directorate--are to provide timely, responsive, and cost-effective support to our customers in the 1982-1986 time frame, what initiatives must we begin to plan for and implement--and at what cost--to ensure that we will have the requisite skills, usable technology, capacity, and organization in place and available when they are required?

It seems to me that your responses to this question are fundamental to our very being and therefore deserve our most thoughtful consideration. I recognize some of the dilemmas posed by this question, such as:

- Our customers don't know what services they will need in the next two to seven years;
- Our customers want everything available and then some; and
- I and my customers agree on strategic objectives but budget decisions are not consistent with them, e.g., SKYLINK expansion.

Notwithstanding these and other difficulties, I think we need to take a good hard shot at stepping out of the present and taking the best look possible at what the near and mid-term future is going to look like, in terms of the services we provide and the manner in which we provide them, both quantitatively and qualitatively.

4. In addressing this "strategic question," we all need to make certain assumptions about the future. Each of you should work within the following assumptions, in addition to whatever other assumptions you require for your unique circumstances:

- a. You will not have available more workyears--full-time permanent, temporary/part-time, indigenous, et al, than are presently available to you;
- b. Nonpersonal services funds, in real purchasing power terms, will not increase more than 1 percent or so per year through 1985;
- c. No reduction can be expected in the growth of demand for Directorate services; and

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5. In responding to my question in paragraph 3 (i.e., the identification of your strategic objectives), I would ask that each of you provide at least the following information with each strategic objective identified:

- a. A statement of the objective;
- b. All planning assumptions related to each objective;
- c. The major organizational customer(s) associated with each objective;
- d. The preliminary implementation date for the strategic objective; and
- e. A preliminary estimate of workyear and nonpersonal services resources required, by year, to implement the strategic objective.

In instances where the strategic objectives you identify are currently MBOs, so indicate, but provide the above information anyway--

6. Upon receipt and review of all proposed strategic objectives, we will talk about and agree on those that are truly fundamental and identify them for reporting and tracking at the Directorate level. For each objective selected, you will then need to take a second and closer look at estimated costs and develop an implementation plan, complete with significant observable events, that I can track. This should be a reasonable straight-forward process for your unilateral objectives. For joint strategic objectives, on the other hand--those in which more than one DDA office or another Agency component has a strong interest--you will need to coordinate your planning efforts so that, at the Directorate level, we are tracking one unified objective.

7. Once we have completed this effort, we will be using the quarterly MBO conferences to track two types of objectives:

- Those that are current-interest in nature; and
- Those that are strategic in nature.

Having linked both classes of objectives within the existing MBO process, we will go on to link these with a program evaluation program and further with the Agency's budget process. We will treat the implementing details later.

8. I will leave to each of you the development of and putting in place the office-level planning and tracking mechanisms necessary to ensure that you can report your progress and accomplishments--unilateral and joint--to me in a meaningful way. I will also expect that significant and continuing coordination will be effected between offices where joint interests have been identified.

9. Please submit the requested information to the Management Staff by 13 June 1980.   is available to discuss this subject with you as necessary. I anticipate that we will be working towards tracking Directorate strategic objectives during this fiscal year.

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31 OCT 1979

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM:   
DDA/Management Staff

SUBJECT: Administration Directorate Planning

If we--the Administration Directorate--are to provide timely, responsive, and cost-effective support to our customers in the 1982-1986 time frame, what initiatives must we begin to plan for and implement--and at what cost--to ensure that we will have the requisite skills, usable technology, capacity, and organizations in place and available when they are required?

1. In the lexicon of planners, this is a strategic issue or question. When asked of the individual Administration Directorate offices, I imagine that each would identify a number of issues that are fundamental in moving from the provision of current services to the provision of anticipated services--at least some of which, no doubt, would be relatively unchanged from today.

2. When looked at in the aggregate from the Directorate level, these office responses would more than likely fall into two broad categories:

- those that are unique to one office; and
- those that overlap existing organizational boundaries.

Analysis of these office responses here and further discussions with your office directors would fairly quickly result in the selection of those actions that are most critical to our ability to provide timely, responsive, and cost-effective support to our customers in the 1982-1986 time frame.



3. The purpose of this paper is to suggest that you approve the consolidation and modification of your present planning process in a way that will allow you:

- to ask the strategic question posed above;
- to choose, in concert with your office directors, the most critical of the strategic objectives proposed in response to your question;
- to determine which of the strategic objectives should be pursued unilaterally and which should be pursued jointly by two or more of your offices; and
- to track the observable events or milestones identified in the office implementation plans developed to support each strategic objective.

4. In implementing such a "strategic planning process," it would seem to make sense to go three small steps further and:

- link this process with the current MBO process, to the extent that strategic objectives aren't already MBOs (which in some cases they are);
- link the combined strategic planning and MBO processes with a restructured program evaluation process; and
- link all of the above with the Agency's ongoing budget process.

The implementation of the three steps above can be as simple or as difficult and complex as we want to make it. I am suggesting that it can be very simple and still be quite effective.

5. There are, I think, several benefits that accrue from implementing a simple strategic planning process and linking it with other planning processes that are already in being:

- you encourage your office directors to sharply focus, to the extent they are not already doing so, on the services they want to or will need to provide in the next two to seven years that they aren't or can't provide today (the identification of strategic objectives);

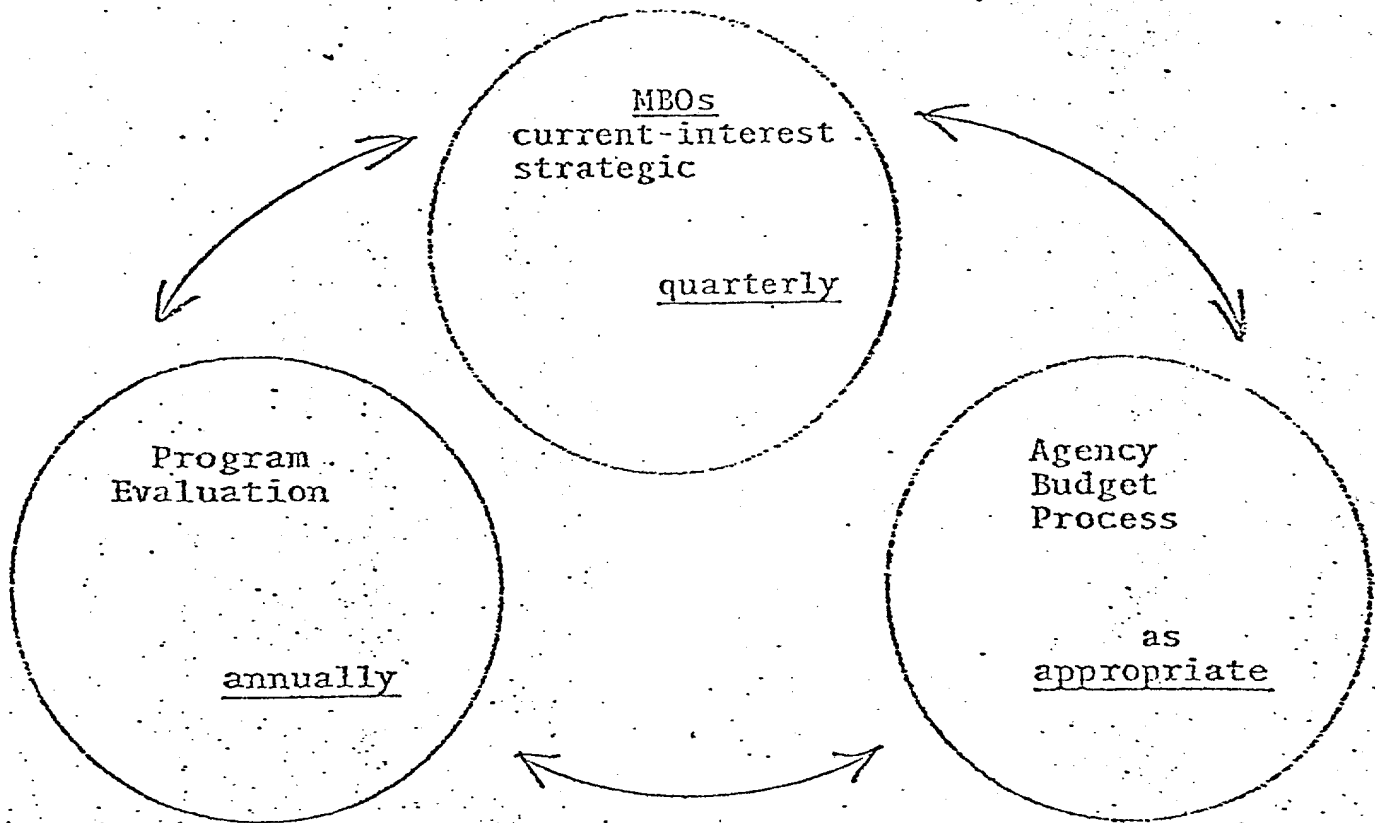
- you increase the planning awareness-level across the Directorate (the single or multi-year planning necessary to achieve the most important [read strategic] objectives);
- you consolidate the tracking of both current-interest and strategic-interest objectives in a single process, to the extent that this is currently not being achieved;
- you increase the degree (and hopefully the effectiveness) of joint planning between offices to the extent that this is currently not being achieved;
- you provide a sharper focus for a program evaluation process;
- you ensure that the resources required to achieve your most important, or your strategic objectives are both identified and protected in your Directorate budget requests; and
- you create another mechanism by which to measure the performance and accomplishment of certain of your Senior Intelligence Service personnel.

6. What I am proposing to you is more a consolidation and fine-tuning of your existing planning system than the wholesale extermination and rebirth of a new and different one. The existing quarterly MBO process should, I think, continue to be the primary Directorate planning vehicle. We can, and I think should, add some strategic objectives to the plates where none or where too few now exist. These added objectives would be supported by implementation, or action plans, just the way existing MBOs are, and would be tracked in the same manner. While the initial identification and selection of strategic objectives would represent a one-time effort, I think that it would be a very worthwhile endeavor at all organizational levels and would, I think, far outweigh any initial disruptions.

7. Once we have integrated strategic objectives into the ongoing MBO process, we can operate the tracking system with minimal increased effort. You will then, in one quarterly session, be able to track, review, and control to the degree you deem necessary, both the current-interest and strategic-interest objectives in each of your offices and staffs. The

way we link this consolidated planning process and a program evaluation process is, it seems to me, less critical and a problem that we don't need to address now. I envision no more than a semiannual process and more likely an annual one, in which the output--your conclusions--would be used in providing guidance, both resource and substantive, back to the offices. The final linkage--to the Agency's budget process--would be the simplest. It would involve each office identifying within its program and budget submissions the placement of the resources necessary to achieve its strategic objectives so that they and we can ensure that they are protected. There are several ways that this can be achieved, all with equal effect.

8. As I am proposing it to you, then, the formal planning system that we would administer at the Directorate level would look something like this:

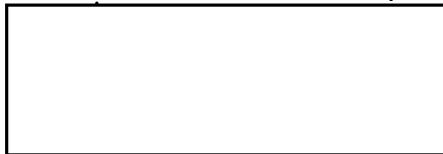


As mentioned earlier, the two primary innovations are the addition of strategic objectives and the linkage of MBOs to the program evaluation and budget processes.

9. In terms of the office-level implementation of these changes, I foresee no significant increased effort on a continuing basis. As discussed earlier, there will be a one-time effort involving the selection of strategic objectives and a follow-on effort to price out and develop implementation plans, but otherwise I see no additional burden. The offices should, it seems to me, be left to implement whatever planning and tracking mechanisms they feel are necessary to respond to your requirements. The Office of Communications, I expect, will need a much more detailed and sophisticated planning process than will the Office of Medical Services, but each should be left to satisfy their own needs so long as your Directorate-level needs are met.

10. I have prepared and attached for your review a draft of the type of memorandum I would suggest sending to your office directors to initiate these changes. If you agree with the concept, however, there are several options available to you insofar as the offices are concerned.

11. I am available to discuss this proposal with you at your convenience.



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~~CONFIDENTIAL~~ EXCOM 9068-80 C/Mgt Staff/DDA

22 May 1980

CAS

MEMORANDUM FOR: Planning Group Participants

25X1 FROM :   
Special Assistant to the DDCI

SUBJECT : Meeting on New Agency-Wide Planning Process

Thank you again for your help in preparing for the successful 9 May EXCOM review of the planning proposal. In that review (see attached minutes), an expanded version of the recommended option for a planning process was accepted. The attached DDCI memo establishes the policy guidelines for the new planning process and requests that your component name a planning representative. Our first meeting on implementing the new Agency-wide planning process will be held May 28 at 9:00 A.M. in my office (Room 7D6015). The purpose of this meeting will be to review the EXCOM decision together and discuss various approaches to implementing this decision.



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25X1 cc:  AG/OCOMPT  
C/Mgt Staff/DDA  
C/P&RS/DDS&T  
C/PP&RG/NFAC  
C/EA/DDO  
DDO

THIS DOCUMENT MAY BE DOWNGRADED  
TO AIUO WHEN ENCLOSURE IS  
DETACHED

~~CONFIDENTIAL~~

16 May 1980

MEMORANDUM FOR: Executive Committee Members

25X1 FROM :   
Special Assistant to the DDCISUBJECT : Minutes of Executive Committee Meeting,  
9 May 1980

1. The Executive Committee met on 9 May 1980 on two topics: Agency-wide planning and space planning. Mr. Carlucci chaired the session; Messrs. Wortman (DDA), Dirks (DDS&T), Hineman (DD/NFAC), Stein (ADDO), and Lipton (Compt.) attended; and Messrs. Briggs (IG) and Taylor (ADDS&T) participated as observers. (U)

2. Mr. Carlucci opened the meeting by citing his rationale for requesting the Executive Committee Staff to develop options for an Agency-wide planning process and elicited the members' views on the options presented (see EXCOM 9053-80, 30 April 1980). Mr. Briggs said that he would prefer a strengthened Option IV, a centralized system with a formal DCI/DDCI planning board, that would include policy formulation, coordination and tasking among its functions. Such a group could work out of an Executive Secretariat or the Comptroller's office, but the latter might make the process too resource-driven. In response to Mr. Carlucci's question about placing the planning function under the aegis of the Executive Committee, Mr. Briggs said that he did not think that the Committee could realistically spend the amount of time that would be required on this function. Mr. Carlucci noted his preference for Option III, building on existing systems with semi-annual Executive Committee planning sessions with support from the Executive Committee Staff, Comptroller Analysis Group, and existing directorate planning staffs. He saw this as a means of focusing appropriate Executive Committee attention on this important function without major reorganization of existing directorate planning functions. He acknowledged that the first cycle might need to be confined primarily to integrating existing directorate plans, but he hoped that this option could be expanded to include long-range planning and top-down guidance from the DDCI/DCI as well. Mr. Lipton concurred, noting that each EXCOM planning session should surface gaps that need to be filled for the process to improve each year. Mr. Wortman concurred in the expanded Option III. Mr. Stein also agreed with Option III, noting valid past attempts to do long-range planning. (AIUO)

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3. Mr. Dirks and Mr. Taylor did not agree with the need for more central planning and favored the status quo (Option II). They noted the times proposed for semi-annual EXCOM planning sessions (May and November) are traditionally extremely busy because of program preparations and they felt sufficient planning was being performed by the directorates. Mr. Carlucci said that this year the Agency tried to project further into the future during its congressional budget testimony. To do this effectively, he suggested that the Comptroller's office should have the benefit of the DDCI/DCI and Deputy Directors' thinking on long-term issues. The DDCI/DCI, in turn, need planning staff work performed for them to provide adequate and realistic guidance and to provide them the opportunity to have input to the directorates' planning processes. After further discussion, Mr. Carlucci concluded that the consensus was to try an expanded Option III, with the Executive Committee staff taking the lead and the directorate and Comptroller planning officers participating fully, as an ad hoc planning group. The objective will be to provide, by November 1980, a first draft of a DCI Five-Year Plan for Executive Committee review that will contain both an integration of existing directorate planning and a first attempt at DCI five-year long-range guidance. A copy of the planning proposal revised per the Executive Committee decision is attached. In response to a question regarding the level of detail to be included in the process, [ ] stated that the Executive Committee decision establishes the planning policy, and Executive Committee staff and the directorate planning officers must now determine what level of detail would be acceptable. Responding to another question, Mr. Carlucci emphasized that the planning process should drive the budget process rather than the reverse. Both the DDCI and the Comptroller agreed that the planning concept would have to take resource issues into account to be realistic, but those issues should not dominate the process. (AIUO)

4. Mr. McDonald (D/OL) then presented the space proposal. He reviewed Agency Metropolitan Washington Area space holdings and the associated problems of overcrowding and fragmentation and outlined several options for new construction at Langley. The objectives of the proposed new construction, which include consolidating Agency functions, accommodating expanding technical systems, and minimizing life cycle costs, were based on several assumptions: constant or decreasing total personnel strength; increasingly technical functions; a growing need for organizational flexibility; and a need for internal integration of functions. (C)

5. After discussion of these objectives, Mr. McDonald then highlighted the four categories of construction priorities to accommodate those in leased buildings and in three different categories of Government-owned buildings. He outlined the advantages and disadvantages of four facility alternatives--the 1972 master plan concept, containing three major building complexes; a people-use building with associated parking; a special purpose building with

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associated parking, and a multiple-use facility to provide both office and special-purpose space plus associated parking. Discussion centered around secure communications implications, cost estimates, and the complex, multi-stage approval process. (AIUO)

6. Mr. McDonald recommended the multiple-use facility option, and suggested that preliminary soundings be made to determine what might be acceptable to the Congressional Oversight Committees and the National Capital Planning Commission. He also requested seven positions for a Building Planning Staff to do the required analysis, initiation of a professional architectural and engineering study, and about \$1.5 million to fund these two activities. Mr. Lipton suggested that these proposals be considered within the context of the Program Review. He thought obtaining OMB approval for FY-81 funding would be difficult but worth a try. He further advised that to prepare a solid FY-82 budget defense, a thorough study of the costs of current fragmentation should be conducted. Mr. Wortman added that the security costs of this fragmentation should be included. Mr. Carlucci noted that the fallback position is the status quo, which is unsatisfactory. He concluded that the consensus of the Executive Committee was to try for a new building and the next steps in doing so would be for DDA and OL to prepare the additional staff work discussed and for the Executive Committee principals to be prepared to decide where to rank this proposal during the Executive Committee 1982 Program Reviews on 20 and 22 May. (C)

*Some members  
about the timing  
of this*



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Attachment:

Revised Planning Proposal

cc: D/OL  
IG

~~CONFIDENTIAL~~



22 May 1980

MEMORANDUM FOR: Executive Committee Members  
FROM : Deputy Director of Central Intelligence  
SUBJECT : New CIA Long-Range Planning Process

1. This memorandum establishes policy guidelines for the new CIA long-range planning process that you decided on at the 9 May Executive Committee meeting. The new process addresses two current CIA problems, namely, that existing planning processes provide neither current integrated Agency-wide planning nor a sufficient basis for informed long-range guidance by the DCI/DDCI.
2. The principal objectives of the new long-range planning process are:
  - a. to identify major long-range issues involving significant intelligence implications foreseeable over a realistic time frame;
  - b. to integrate, evaluate, and analyze existing directorate planning processes from an Agency-wide point of view;
  - c. to develop a DCI/DDCI Five-Year Planning Guidance document on the basis of analyses of both the long-range issues and existing directorate plans;
  - d. to apply the new CIA Five-Year Plan as guidance in future directorate planning and for guidance in future resource allocation decisions.
3. The new Agency-wide long-range planning process will consist of the following elements:
  - a. review in November 1980 by the Executive Committee of the first draft a CIA Five-Year Plan and Guidance document aimed at providing a top-down framework for program building and resource budget estimation;

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b. periodic Executive Committee meetings and possibly retreats centering on October/November 1980 and April/May 1981 time frames to review draft planning documents, issues, and problems;

c. preparation of those planning documents by November 1980 through a cooperative staff effort combining (1) an ad hoc planning group consisting of the key planning officers in each of the directorates and from the Comptroller, and (2) led by the Executive Committee staff.

4. The timing of the semi-annual planning meetings of the Executive Committee is intended to complement and support existing planning processes. More importantly, the timing is intended to provide a concrete linkage between plans and programs, between ideas and actions. The new Agency planning effort will be a continuous process with established milestones for Executive Committee and DCI/DDCI review, approval, and issuance of the final guidance.

5. Hopefully, the product of the November planning meeting will be the first approved CIA Five-Year Plan and Guidance document intended to provide the framework within which the program/budget and directorate-level plans for the following years are constructed. Possibly, this CIA Five-Year Plan and Guidance will replace the current DDCI's budget guidance letter.

6. The annual May Executive Committee planning meeting will precede the current Executive Committee program/budget review and approval meetings in order to review progress against the November Five-Year Plan and Guidance, and to identify issues and problems to be considered in the program review and in the next planning cycle.

7. The annual November meeting of the Executive Committee on Agency-level planning will include:

a. a review of the planning staff prepared draft CIA Five-Year Plan and Guidance, focusing first on the long-range foreign policy issues and their possible implications for intelligence;

b. a review of major goals, priorities, gaps, and opportunities which might result in new or altered goals and reordered priorities. This review will include an attempt to interrelate directorate goals in a rational manner;

c. a review and evaluation of the results of past operational planning, i.e., how well have we been doing against agreed objectives;

d. a discussion of possible strategic shifts, based on the previous considerations which may alter in broad terms the direction for the Agency as a whole and for the directorates as an integral part of the whole;

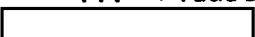
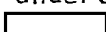
e. the final step will be the synthesis of an overall long-range plan for the Agency to reflect newly agreed upon goals and priorities, strategic shifts (if any), and guidance for action plans and programs to meet goals.

The resulting CIA Five-Year Plan and Guidance is intended to be brief, pointed, and to provide unambiguous guidance. It will not suggest program solutions, but attempt to inspire them.

8. From May to November 1980, the Executive Committee Staff and Directorate/Comptroller planning staff will prepare for the first annual Executive Committee planning meeting in November 1980, including drafting the first proposed CIA Five-Year Plan and Guidance document. By December 1980, I hope to have an agreed-upon CIA Five-Year Plan and Guidance for FY 83-87. Current operating and program year activities (FY 81-82) will also be addressed as appropriate.

9. After agreement on the plan, progress toward planning goals will be reviewed by the staffs and EXCOM in May 1981. Preparation will then begin for the next round, hopefully building on the lessons and experience of this first year's effort.

10. This is an ambitious plan of action and a very difficult and complex endeavor. There is some skepticism internally that we can prepare a realistic and usable long-range plan by November. I would like to try. Your full cooperation and assistance will be greatly appreciated.

11. Please provide the name of your planning representative to  in order that we can begin undertaking this challenging effort as soon as possible. I have asked  to call the first meeting of the ad hoc planning group next week. I expect to proceed with the full participation of the Directorate and Comptroller planning staffs.

STAT  STAT

  
Frank C. Carucci

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D R A F T

27 May 1980

ACTION PLAN FOR JOINT PLANNING GROUP PREPARATION OF

DRAFT CIA FIVE-YEAR PLAN AND GUIDANCE

I. Objectives

A. To develop an Agency strategy for response to identified key foreign policy and CIA management issues as perceived in a realistically foreseeable time-frame.

B. To develop an integrated Agency-wide plan based on this strategic perception.

II. Planning Hypotheses

A. The planning system will improve and build upon existing planning structures, processes, and products; it will not create additional formal management bodies.

\* B. The planning process will be issues-driven rather than systems - or budget-driven; (foreign policy issues will be considered separately from management issues.) *why??*

C. DDCI/DCI decision and direction will take place at key points in the planning process itself. .

\* D. The planning process must be highly flexible to adjust to rapidly changing world conditions and Agency circumstances in this critical decade; (it will include built-in self-evaluation and self-correction processes.) *what's how??*

\* E. The planning group will develop an appropriate set of environmental assumptions and projections

III. Action Plan

\* A. Phase I - Initiation (May 1980) <sup>- mid June</sup>

1. Hold initial planning group meeting.

a. Review objectives

b. Discuss action plan

c. Establish initial assignments

(1) Inventory of current planning processes

and long-term goals by directorate.

(2) Discussion of action plan with directorate

planners.

2. Hold second familiarization meeting on how to proceed.

a. Exchange views, based on consultation with directorate planners.

b. Review inventories of current planning processes by directorate for mutual familiarization and initial review of Agency-wide issues which they contain.

\* c. Agree on criteria to be used in issue selection

(e.g., for foreign policy issues:)

or for CIA management issues

(1) Is a problem of long-term consequence (5-10 yrs.) and

(2) Is of importance to vital U.S. national

interests and

(3) Offers reasonable lead-time before the problem situation appears likely to become critical and

(4) Relates to CIA support of national policy decision-making

- (a) Policy-makers look to CIA for major intel support concerning the problem or
- (b) Problem reflects a serious gap in CIA's current or projected intel collection or analysis or
- (c) Problem restricts our capabilities to provide vital intel support to policy-

d. Establish new assignments

- (1) Identify Agency-wide long-term planning issues meeting agreed criteria.
- (2) Prepare issue proposals based on existing plans/goals and on new perceptions.

[makers]

mid - mid-August

✕ B. Phase II - Issues identification (June-~~July~~)

- 1. Construct "preliminary issues inventories" - using agreed issue selection criteria,
  - a. NFAC provides initial list of 15-20 key foreign policy issues perceived over realistic time period (e.g., 1981-85/87) with generalized statement of expected developmental trend.
  - b. Other Planning Group members propose additional long-term policy or management issues of inter-directorate importance. Both innovate and draw upon existing plans, goals, management themes,

and forecasts (NITs, Budget Program, Goals Program, etc.)

- c. List in priority order based on assessed importance

(1) Foreign policy issues

(2) CIA management issues

} should be prioritized in one ranking

2. Construct "intelligence implications inventories"

- a. From the "preliminary issues" inventories, select the following:

(1) Those policy issues in which the potential intelligence contribution is perceived to be especially great.

(2) Those management issues assessed to be of special Agency-wide importance and impact.

- b. List inventories in revised priority order

(1) foreign policy issues

(2) CIA management issues

} prioritize in one ranking

- c. Submit proposed planning issues inventories to DDCI/DCI and EXCOM for review, revision, and approval. Results:

(1) Top ten foreign policy issues and to 5-10 management issues (maximum) constitute issues inventory for Agency-wide planning.

(2) As by-product: possible additional issues recommended for individual directorate planning.

\*

C. Phase III - Issues development and projection (Mid-July/September) *mid-August/*

1. Approved foreign policy issues: NFAC takes lead, and
  - a. prepares detailed "futures analysis" projecting issues over maximum reasonable forecasting period (maximum: 1987)
  - b. defines general areas of intelligence needs, reflecting relative importance of such needs.
2. Approved management issues: Directorate of prime responsibility for each issue takes lead and
  - a. prepares projection of issue and general management response over reasonable forecasting period.
  - b. provides general impact estimate, by directorate.
3. As each detailed policy/management issue "futures analysis" is completed, it is presented to Planning Group members for independent review and assessment, by directorate, of action responses required within the time-frame considered.
4. Based on independent study of the detailed futures analysis, the Planning Group reconvenes to discuss, by issue, the Agency response requirements. The product is an "Action Plan Profile" stated in both Agency-wide and directorate-by-directorate action proposals.
5. Continued review of issue products by DDCI/DCI.

\*

D. Phase IV - Detailed planning (~~September~~ October)

1. Individual directorates respond to "Action Plan Profiles" with more detailed individual action projections.



2. Planning Group melds directorate plans into joint plans, by issue.
3. DDCI/DCI review and input on individual joint plans, by issue. Revision of joint plans, as appropriate.

E. Phase V - Five-Year Plan Construction and Approval  
(November-December)

1. Planning Group melds joint plans by issue into a draft Five-Year Plan and distributes to DDs and to DDCI/DCI for comment.
2. Planning Group reviews comments, revises as possible, and defines issues requiring senior management resolution.
3. Revised draft Five-Year Plan accompanied by Issues Agenda is provided to EXCOM for November planning retreat resulting in final revision and approval.
4. DDCI/DCI approve EXCOM product.
5. CIA Five Year Plan is published (December).

~~SECRET~~

EXCOM 9070-80

May 28, 1980

MEMORANDUM FOR THE RECORD

SUBJECT: First Meeting of the Ad Hoc Planning Group,  
28 May 1980

PARTICIPANTS:

SA/DDCI  
EXCOM Staff  
EXCOM Staff (S)  
EXCOM Staff  
O/Compt.  
O/Compt.  
DDO (S)  
DDO (S)  
DDS&T  
DDA  
NFAC  
NFAC

1. The Ad Hoc Planning Group, formed to assist in implementing the 9 May Executive Committee decision to develop a long-range planning process for the Agency, held its first meeting on 28 May 1980. [ ] and members of the Executive Committee Staff reviewed the background of the options presented to the Executive Committee and the rationale for its selection of "Option 3A," a planning process building on existing systems with semi-annual Executive Committee planning sessions supported by the EXCOM Staff, Comptroller Analysis Group, and existing directorate planning staffs. The process will incorporate guidance from the DDCI/DCI. (AIUO)

2. Mr. Carlucci joined the session to emphasize the importance he attaches to the planning effort. He noted the need for maximum input from line management and the necessity to be realistic. If the goal of having the planning process drive the budget process--rather than the reverse--could not be realized, he suggested dropping the effort. He cautioned, however, that if the Agency can not do its own long-range planning, others--like OMB, Congress--will jump in to fill the void. (AIUO)

3. [ ] highlighted the draft action plan for implementing the planning process and [ ] reviewed the draft strawman outline of the 5-year plan and guidance document. [ ] asked the group to do the following for the next meeting, to be held on Wednesday, 11 June, at 9:00 A.M. in the DDA Conference Room (7D32):

- Review and provide comments on the draft action plan.
- Review and provide comments on the draft strawman 5-year plan and guidance document.

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- Consider what the role of the ad hoc planning group should be, including how much time will be required, how much time can the members spend, and whether or not additional staff of some kind will be required.
- Inventory existing directorate plans and, if possible, provide list to EXCOM Staff for distribution; be prepared to highlight directorate planning processes for the group.

The Executive Committee Staff will distribute any comments or material it receives in advance of the meeting to all members. (S)

25X1 4. [ ] noted that he had tasked the current mid-career class with considering how to implement the EXCOM planning decision. Members of the planning group will be invited to hear their views. (AIUO)



25X1

cc: DDCI  
1 ea. participant  
1 ER